



HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

Annika Reinhardt, Elizabeth Stewart

Action-Oriented Paths to Pay Transparency: What Your Company Can Do Today to Help Close the Gender Gap



As the co-founder of Talent Collective, an organization focused on helping progressive companies develop, grow and reward their talent, **Annika Reinhardt** creates compensation strategies that are values aligned and don't break the bank. Annika is a Certified Compensation Professional with a Masters Degree in Project Management and 10+ years of experience in learning and development at organizations such as Kwantlen University, BC Hydro, and Intrawest. Today, she spends most of her time building strategic compensation plans with growing tech companies across Canada and can also be found advocating for equal pay and pay transparency on news outlets such as CBC, CTV and the Globe & Mail.



Elizabeth (Libby) Stewart is a Talent Specialist with a background in Business Psychology. Her experience spans Career Coaching, Human Resources, Organizational Development, Leadership Development, Psychometric Assessment, Board Advisory & most recently, specializing in Performance Management as the Head of Professional Services & Research with 7Geese where she is able to nurture her love for all things culture, development and performance. She is curious, passionate and driven by science. Her background in business psychology and research, coupled with years of partnering with a hugely diverse client base around their people needs, has cemented her love for both the science and art of driving and motivating companies to unlock their people potential. She is driven by empowering these individuals and teams to thrive at work and see companies reap the very tangible business benefits of genuinely investing in their people.

Thoughts On Diversity & Inclusion...

In a relationship

Engaged

Married

 **It's complicated**

Divorced

It Appears We've Come A Long Way...

HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC

1943 Guide to Hiring Women

The following is an excerpt from the July 1943 issue of Transportation Magazine.

This was written for male supervisors of women in the work force during World War II.

Eleven Tips on Getting More Efficiency Out of Women Employees: There's no longer any question whether transit companies should hire women for jobs formerly held by men. The draft and manpower shortage has settled that point. The important things now are to select the most efficient women available and how to use them to the best advantage.

Here are eleven helpful tips on the subject from Western Properties:

1. Pick young married women. They usually have more of a sense of responsibility than their unmarried sisters, they're less likely to be flirtatious, they need the work or they wouldn't be doing it, they still have the pep and interest to work hard and to deal with the public efficiently.
2. When you have to use older women, try to get ones who have worked outside the home at some time in their lives. Older women who have never contacted the public have a hard time adapting themselves and are inclined to be cantankerous and fussy. It's always well to impress upon older women the importance of friendliness and courtesy.
3. General experience indicates that "husky" girls - those who are just a little on the heavy side - are more even tempered and efficient than their underweight sisters.
4. Retain a physician to give each woman you hire a special physical examination - one covering female conditions. This step not only protects the property against the possibilities of lawsuit, but reveals whether the employee-to-be has any female weaknesses which would make her mentally or physically unfit for the job.
5. Give the female employee a definite day-long schedule of duties so that they'll keep busy without bothering the management for instructions every few minutes. Numerous properties say that women make excellent workers when they have their jobs cut out for them, but that they lack initiative in finding work themselves.
6. Whenever possible, let the inside employee change from one job to another at some time during the day. Women are inclined to be less nervous and happier with change.
7. Give every girl an adequate number of rest periods during the day. You have to make some allowances for feminine psychology. A girl has more confidence and is more efficient if she can keep her hair tidied, apply fresh lipstick and wash her hands several times a day.
8. Be tactful when issuing instructions or in making criticisms. Women are often sensitive; they can't shrug off harsh words the way men do. Never ridicule a woman - it breaks her spirit and cuts off her efficiency.
9. Be reasonably considerate about using strong language around women. Even though a girl's husband or father may swear vociferously, she'll grow to dislike a place of business where she hears too much of this.



But We Still Have A Long Way To Go...

Pay Transparency Is The Solution To The Pay Gap: Here's One Company's Success Story

Businesses should report on wages by gender, B.C. MLA says

Surrey South's Stephanie Cadieux is proposing the Equal Pay Act ahead of International Women's Day

ASHLEY WADHWANI / Mar. 7, 2019 3:28 p.m. / NEWS

The gender pay gap is narrowing, but women are still earning \$1 less a year

Business

Germany's Big Pay Gap

to address the issue lacks

Iceland becomes first country with equal pay between men and women

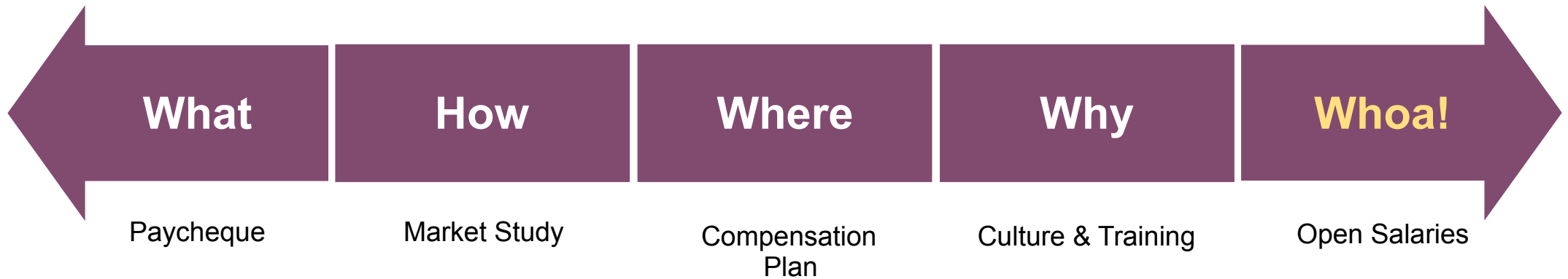


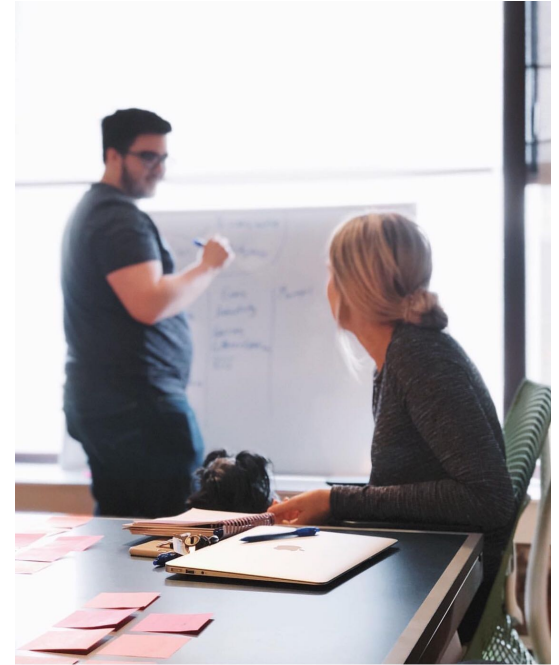
By Alexander Maveal

Online Video Producer Global News

The New York Times
Britain Aims to Close Gender Pay Gap With Transparency and Shame

The Pay Transparency Spectrum





HR Conference +
Tradeshow 2019
APRIL 2+3 • VANCOUVER, BC



 Geese

Gaining Clarity: Compensation Review & Analysis



Analysis

- Compensation Practices
- Employee feedback
- Pay gap



Approach

- Sample / Population Size
- Data collection
- Data analysis



Results & Action

- Priorities
- Feasibility
- Actionable



What we found out about Fair Pay, Equal Pay and Pay Equity

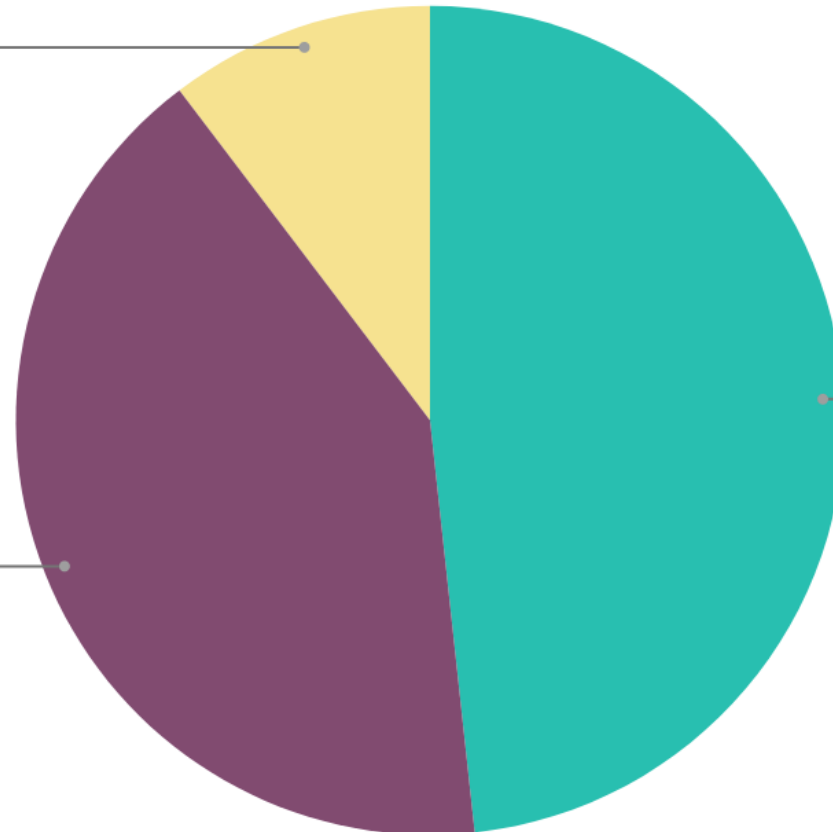
Employee Feedback on Fair Pay

Do you feel fairly compensated?

No
10.3%

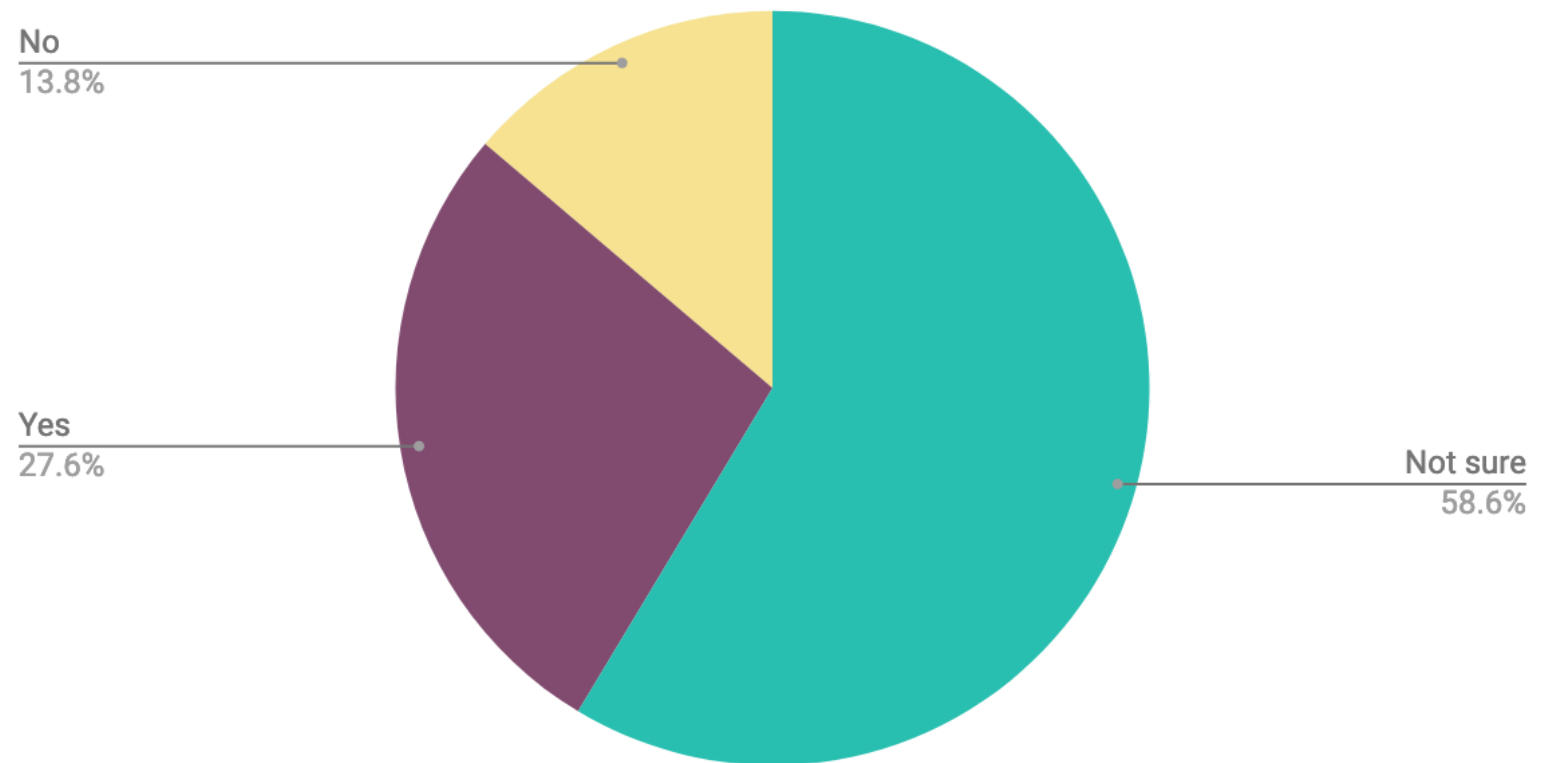
Yes
41.4%

Not sure
48.3%

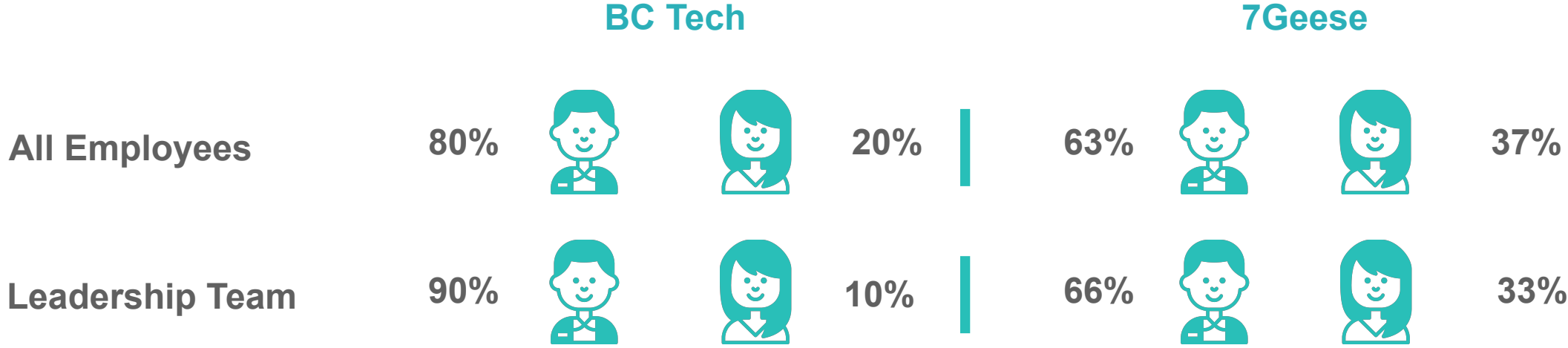


Employee Feedback on Fair Pay (Cont.)

Do you feel fairly compensated compared to others doing the same or similar work?



Gender Representation



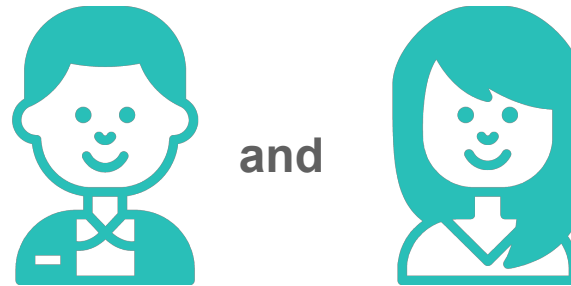
Unadjusted Pay Gap

Canada



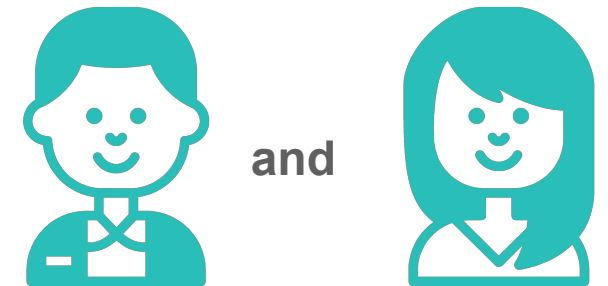
is **25%**

Canada Tech



is **18%**

7Geese



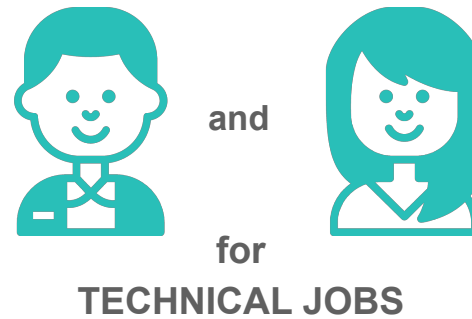
is **17%**

Adjusted Pay Gap

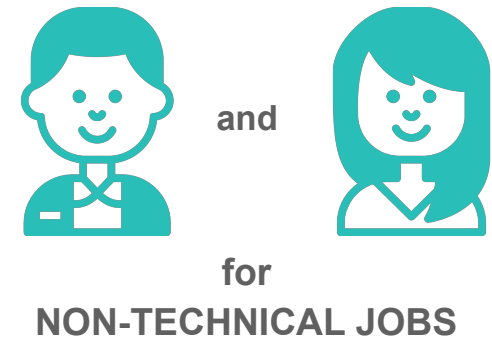
The **adjusted** pay gap between
the *median base salary* of



is **20%**



is **26%**



is **8%**



Actions We Are Taking

Now

- Review current salary structure & assess where in the range employees are positioned and why
- Use career success profiles to help employees understand how to grow and develop in their jobs and in the organization

Future

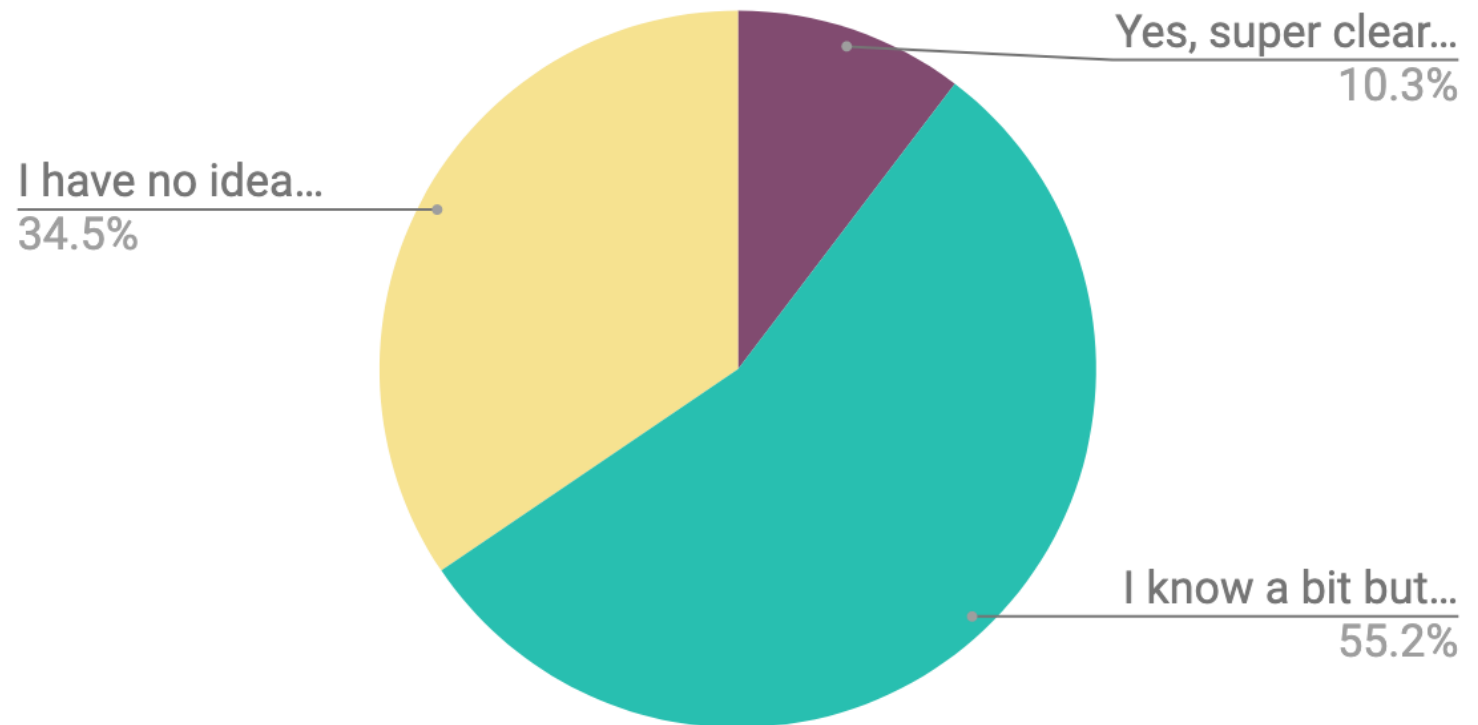
- Leverage power of inclusion to drive more diversity for future hiring, especially in technical jobs
- Commit to conducting an annual pay analysis and internal reporting to track and monitor progress



What we found out about Compensation Communication & Conversations

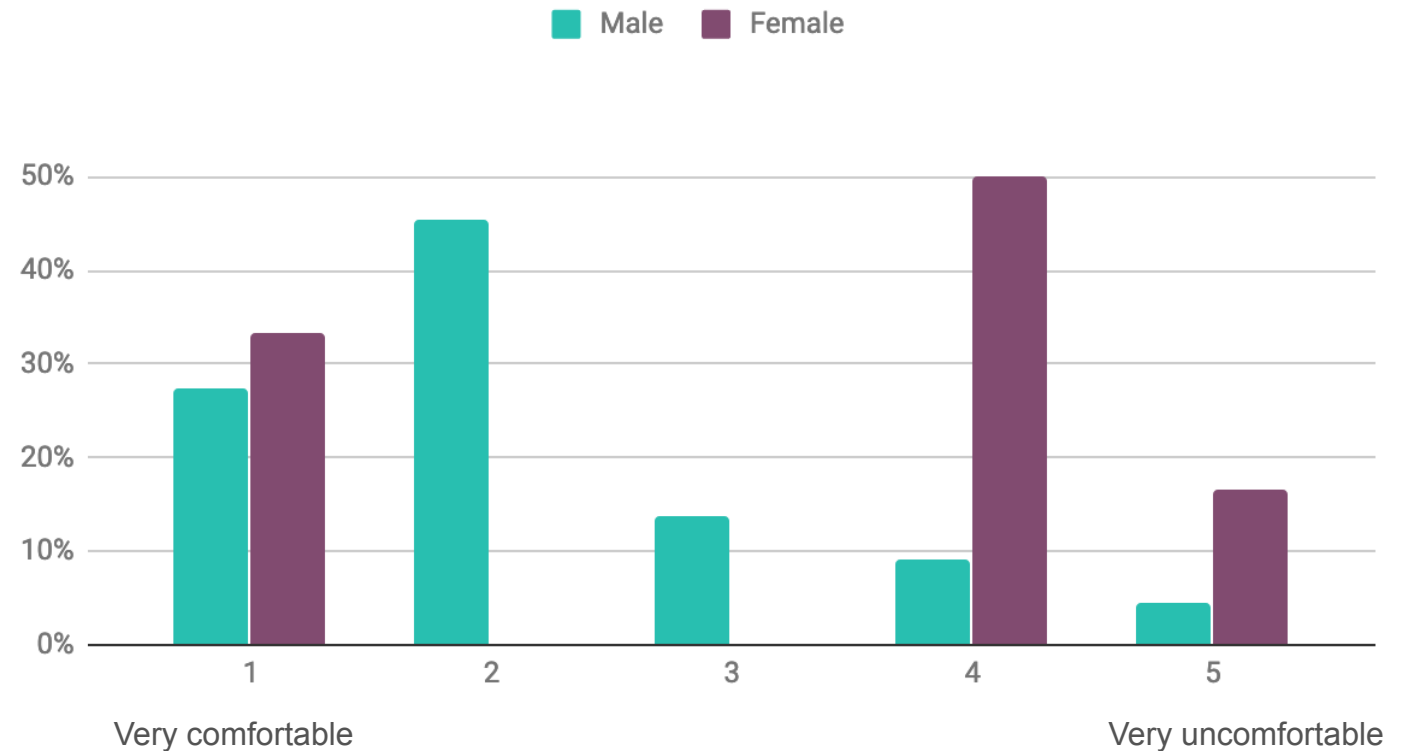
Employee Feedback on Compensation Communication

Do you know about 7Geese's compensation philosophy and how we aim to value and reward employees?



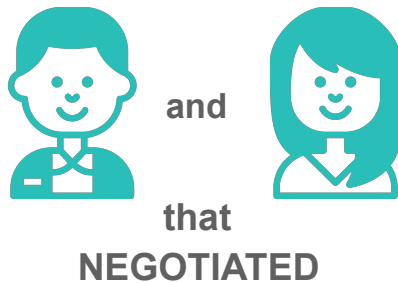
Employee Feedback on Compensation Conversations

How comfortable are you speaking about compensation with your manager?

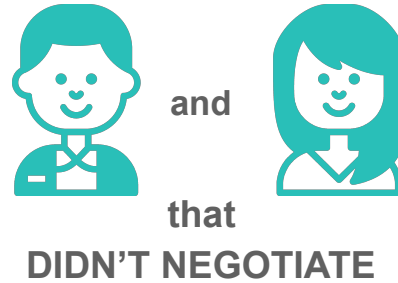


Pay Gap - Salary Increases

The gap of received *median base salary* increases between



is 0%



is 1%



and



is 50%



Actions We Are Taking

Now

- Develop compensation philosophy and clearly communicate it
- Refine salary review process as it relates to market and performance based adjustments to ensure clarity and remove ambiguity

Future

- Train managers and employees on how to have meaningful & open compensation conversations

Ready for Action? Questions You Should Ask

- Are employees clear on...
 - ☒ why you compensate and reward them the way you do?
 - ☒ your pay structure, how it's developed and maintained?
 - ☒ how base salaries are reviewed and adjusted?
- Are managers equipped with the information they need to have meaningful compensation conversations? What about employees?
- Are you employees perceiving your compensation approach as fair?
- Do you have a process of identifying potential pay and diversity gaps in our company?

Get In Touch

Annika Reinhardt

Certified Compensation Professional
Talent Collective



[linkedin.com/in/annikareinhardt](https://www.linkedin.com/in/annikareinhardt)



annika@talentcollective.co

Elizabeth Stewart

Head of Professional Services & Research
7Geese



[linkedin.com/in/elizabethstewart2](https://www.linkedin.com/in/elizabethstewart2)



libby@7geese.com